Health and Welfare
Canada

Santé et Bien-être social
Canada

Working Together with Support, Trust and Respect

**Summary of
Recommendations of
Excellence and Renewal**

Canada
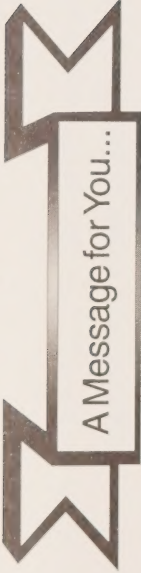
Results of Excellence and Renewal

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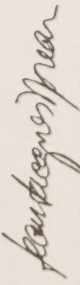
A Message for You...

Here it is. The results of your efforts over the past two years, a blueprint for implementing the Excellence and Renewal recommendations. This Notebook, described in detail in the introduction, is for your use to keep track of the progress of the recommendations.

In 1993, our efforts will concentrate on implementing appropriate recommendations in our own work areas. Many of you have already put changes into effect. Keep up the good work. I will make sure that we continue the work that has already started and that you are kept informed of changes concerning the National Action Plan.

If you have comments on the Notebook, please fill in the card at the back and return it to me. Let's work together with support, trust and respect.

Jean-Jacques Noreau

Introduction:

The Notebook is a summary of all recommendations formulated by the four Task Force groups, which most employees participated in through the National Survey and the consultation process. To thoroughly understand these recommendations, refer to the Task Force Reports.

This Notebook presents:

1. HWC's philosophy of working together, which has been identified by employees through the consultation process.

2. The recommendations divided into three categories:

   – **National Action Plan** - what HWC is committed to do;

   – **Local Recommendations** - what employees can implement together in their work areas; and

   – **Tips on Working Together** - practices that employees and managers can put into place.

In the National Action Plan section, the status of the implementation plan has been identified and specific Branches have been assigned lead roles to put these activities in place. You will be kept informed of the status of these recommendations.

The Local Recommendations can be implemented by employees working together. Individual managers, with their staff, will determine which recommendations apply to their area and develop their own workplan.

*Please note that when the term "employees" is used in the Notebook, it refers to all HWC staff.

Mission Statement

Health and Welfare Canada
Our Mission and Mandate

At Health and Welfare Canada...

We help Canadians maintain and advance their health and social well-being through leadership, partnerships and dedicated service.

We strive for excellence in a work environment characterized by trust and cooperation where people are treated with fairness, dignity and respect.

This Mission enables us to fulfil our Mandate:

To promote and preserve the health, social security and social welfare of the people of Canada.

HWC's Philosophy of Working Together

HWC's
Philosophy

HWC's Philosophy of Working Together:

Throughout the Task Force consultations, a fundamental message was heard from employees... We must work together to continue to put people first in everything we do in HWC.

Employees have identified:

WORKING TOGETHER WITH SUPPORT, TRUST AND RESPECT

as HWC's philosophy.

We must show that we **SUPPORT, TRUST** and **RESPECT** each other in providing good service to our clients.

HWC's
Philosophy

Excellence and Renewal Recommendations

National Action Plan

National
Action Plan

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Legend

Lead Role
Human Resources Branch (HRB)
Corporate Management Branch (CMB)
Medical Services Branch (MSB)
Communications Branch (Comm)
Departmental Secretariat (DSEC)
Deputy Minister's Office (DMO)
Service Standards Committee (SSC)
Program Audit and Review Directorate (PARD)
Policy, Planning and Information Branch (PPI)
Income Security Programs (ISP)

Boldface type – The recommendations that appear in boldface type have been implemented.

Further information on recommendations can be obtained through the Departmental Secretariat (941-4688).

HWC's National Action Plan

A. Employee Development

Training and development

- Develop an employee education policy which will protect 1% of the Departmental annual operating budget and protect a minimum of 5 training days per year for term and indeterminate employees – Lead Role – Human Resources Branch (HRB)

  Policy developed.

- Review the existing Middle Management Orientation Program (MMOP) and Supervisor Orientation Program (SOP) – Lead Role – (HRB)

  Replaced by "Learning for Leadership Program."

- Implement a Leadership Training Program which will include modules on working and managing a diverse working environment and employee motivation – Lead Role – HRB

  Program developed.
  Pilots began Nov. '92.

Notes:

National Action Plan

■ Develop and provide training to all employees on:

▶ stress management, communication skills, team building and team management, financial, administration and material management

▶ employee orientation, for new employees, including modules on:

– multicultural education

– service orientation

– information about the role of central agencies and departments in policy and program development

– "Employee Orientation" training to staff designated to provide training to employees

– career development information

▶ Lead Role – HRB

■ **Increase the number of staffing and classification training sessions for all employees – Lead Role – HRB**

Notes:

Modules included in "Learning for Leadership Program." Courses for all employees to be addressed.

Included in "Learning for Leadership Program." Will be addressed as Regional and Branch orientation packages are developed.

Revisions to current video and booklet Jan. '93.

Currently being delivered to supervisors and managers. Info. session to be developed for employees.

■ **Expand the concept of the Departmental Assignments Program (IDAP) to provide integrated education and job experience – Lead Role – Corporate Management Branch (CMB)**

Ongoing.

Career development

■ Create Employee Development Centres (EDC) in the National Capital Region (NCR) and the Regions – Lead Role – HRB

EDC Pilot in Alberta Jan. '93. Learning Centres scheduled to open in all Regions and NCR early in '93, as a preliminary measure pending outcome of pilot.

■ Improve the career development information available to employees – Lead Role – HRB

Part of EDC Pilot in Alberta. Career-planning workbook being developed.

■ Create a Departmental employee inventory containing skills, abilities and career aspirations of employees for availability to managers when recruiting – Lead Role – HRB

To be addressed over the long term as needs and costs are assessed.

Notes:

National Action Plan

- **Set up process to conduct exit interviews with all employees who leave the Department – Lead Role – HRB**

- Explore the feasibility of introducing a Departmental Paid Sabbatical Program – Lead Role – HRB

- Establish a Mentoring Program for members of employment equity groups – Lead Role – HRB

- Provide counselling, retraining and alternative employment placements for employees who become disabled – Lead Role – HRB

Awards and recognition

- Replace the Merit and Special Awards Program with a recognition system that is locally designed – Lead Role – HRB

  ▼ develop specific awards for client service achievements

Notes:

Process in place. Questionnaires being developed.

Addressed through self-funded leave program and educational leave provisions.

Being addressed by Visible Minorities and Employees with Disabilities Advisory Groups.

Ongoing.

Regional/Branch Awards Committees established.

Draft policy in final stages. Distribution 1993.

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- **Abolish existing performance appraisal process and introduce a new evaluation process – Lead Role – HRB**

- ▼ include in the supervisory and management process an upward feedback system

- **A specific set of corporate goals should be provided for the Executive Group Performance Report – Lead Role – HRB**

- Develop standards for team building and communication to evaluate managers – Lead Role – HRB

Notes:

PREA replaced with Performance Discussion Process. Information sessions have started.

Two pilots under way.

Developed and included in Management Review Process.

These standards are part of the corporate objectives by which EXs are evaluated. Upward feedback process, currently under review, will be used to further evaluate managers in these areas.

National Action Plan

B. Working Environment

Day care

	Notes:
■ Negotiate with Treasury Board (TB) for a less restrictive Workplace Day Care (WDC) policy – Lead Role – HRB	Interdepartmental Committee is developing recommendations for change in TB Policy.
▼ **HWC should indicate to TB its intention to be considered one of the sites to be established under the new WDC policy – Lead Role – HRB**	Letter sent to TB by DM.
■ HWC should develop its own day care policy – Lead Role – HRB	Separate HWC Policy will not be developed at this time. We will work within TB Policy.
▼ support local, employee-driven on-site or near-site initiatives to establish non-profit day care centres	
▼ support contributions from operating funds for capital purposes	

Accommodation

■ Enhance Departmental accommodations – Lead Role – Corporate Management Branch (CMB)	Ongoing.
■ Give priority to the development of support structures and the special requirements of the disabled – Lead Role – CMB	Three-year project under way.

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Recognizing employees' needs

- Develop a policy supporting work-at-home arrangements – Lead Role – HRB

- Establish Employee Health Centres in principal office locations – Lead Role – Medical Services Branch (MSB)

- **Increase the number of Employee Assistance Program counsellors in the Prairie and Ontario Regions – Lead Role – MSB**

C. Tools and Technology

Recruitment tools

- Select a team to review all processes and tools used to recruit and hire managers to enhance their value as enabling managers – Lead Role – HRB
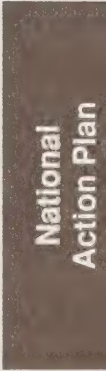
Notes:

TB Tele-Working Policy currently in effect. HWC's "Alternative Working Arrangements" policy available June '93.

To be addressed.

April '92.
Additional counsellors in place.

To be addressed.

National
Action Plan

- Develop selection criteria for all employees, listing the most desirable characteristics consistent with Departmental mission and values, including criteria related to:

  ▼ team orientation, client service orientation and interpersonal skills specific to the duties – Lead Role – HRB

- Define and publish in a Handbook the qualities and competencies of HWC managers – Lead Role – HRB

Systems

- Develop a Department-wide acquisitions schedule to ensure the systematic distribution of communication hardware – Lead Role – CMB

- Look at the feasibility of coordinating a systematic review of various national computerized information systems – Lead Role – CMB

Notes:

To be addressed.

Draft prepared. Awaiting decision on next steps.

Ongoing.

Ongoing.

Office automation

■ **Support existing efforts being made toward automating the use of the most commonly used forms – Lead Role – CMB**

■ Develop one single electronic messaging system – Lead Role – CMB

■ Examine the feasibility of developing a computerized cataloguing storage and retrieval system for policy manuals – Lead Role – CMB

■ Develop an accurate, up-to-date and comprehensive electronic directory of all employees which includes their occupation/function, location, address, phone and fax numbers – Lead Role – CMB

Reference guides

■ Develop a small **Fast Facts Guide** for all employees:

▶ include objectives of Branches/Divisions, information on administrative procedures with position names, addresses and phone numbers

Notes:

E-Form Package being implemented.

Ongoing – Pilot Office Information System (OIS).

Ongoing – OIS.

Action Plan being developed.

Issue being addressed by Regions and Branches. Orientation packages and telephone directory, to be published shortly.

National Action Plan

- Produce an annual calendar of recurring inputs to managerial processes for all Responsibility Centre Managers – Lead Role – Departmental Secretariat (DSEC)

- Develop a Departmental Handbook on management practices/policies for all employees – Lead Role – CMB

- **Establish a cross-sectional Employee Editorial Board of Intracom – Lead Role – Comm**

D. Organizational Culture

Philosophy of management

- Establish a Departmental Ombudsman position – Lead Role – DSEC

- **A philosophy of management should be endorsed by the Deputy Minister (DM) to promulgate a culture statement that articulates service values and behaviour standards – Lead Role – Deputy Minister's Office (DMO)**

Notes:

To be addressed.

Distribution March '93.

Established.

Proposal with DM's Office.

Notebook endorses the philosophy.

- The DM should promulgate a policy on client involvement – Lead Role – Referred to Service Standards Committee (SSC)

Delegation

- Include in the Departmental Accountability Framework, monitoring processes, measurement systems, reporting of results and complaint mechanisms – Lead Role – Program Audit and Review Directorate (PARD)

- Conduct annual reviews of the delegation of authority to ensure:
  ▶ authorities have been delegated to the lowest level possible and that new delegation from Central Agencies has been delegated to HWC managers – Lead Role – CMB

- Implement the redesigned package of the financial delegation instrument – Lead Role – CMB

Notes:

To be addressed.

To be included in '93-94 audit schedule.

Ongoing. Current review to be completed by April '93.

Approved and promulgated throughout the Department in 1992 but being revisited for 1993-94 and future years.

National
Action Plan

Corporate Approach

- HWC, in exercising Corporate policy and program development, should adopt participative and consultative protocols. Corporate policy agenda, consultation plans and timetables should be widely distributed. Corporate strategic planning should be linked with policy development, program planning and program evaluation functions – Lead Role – Policy, Planning and Information Branch (PPI)

- **Create Departmental Focus Groups to review and discuss policies in Finance, Personnel, Administration and Informatics – Lead Role – CMB/HRB**

E. Client Service

- Once every three years, information explaining the services/programs of HWC should be sent to Income Security Programs (ISP) recipients – Lead Role – Income Security Programs (ISP)

Notes:

Being addressed.

Focus Groups in place.

Being addressed.

	Notes:
■ Encourage the use of methods other than print media for communication – Lead Role – Comm	Ongoing.
■ Determine the feasibility of establishing an automated interactive 1-800 voice response service for Health and Welfare – Lead Role – Comm	Being addressed.
■ Government telephone directories should contain a cross-referenced listing of HWC's services/programs with its 1-800 line– Lead Role – CMB/Comm	Will be addressed once feasibility has been determined.

F. Requires Direction from Senior Managers

■ The Annual State of the Department meeting should have equal representation from the Regions – Lead Role – DMO	Agreed.

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	Notes:
■ **DM to encourage a proactive approach to changing public attitudes toward the Public Service – Lead Role – DMO**	Agreed.
■ Make representation to TB on:	Being addressed.
▶ lifting travel restrictions to the United States	
▶ negotiating reasonable long-range employment equity objectives	
▶ the issue of dealing with multiple languages:	
– access to translation services in third languages for clients	
– rewarding employees who use a third language as part of their duties to serve clients	
– Lead Role – DSEC	
■ Discuss delegation of authority on certain matters:	Being addressed.
▶ give Regions more direct control over the development of computer information management systems	
▶ delegate authority from DM to Program Heads for conference attendance in Canada	

Notes:

▶ decentralize authority to respond to ministerial correspondence

▶ decentralize the granting of education leave with pay decisions to the Regions and senior managers in the NCR

  – Lead Role – DSEC

■ HWC should acquire expertise in organizational development

  – Lead Role – DSEC   Being addressed.

■ As part of Departmental Restructuring:

▶ investigate the classification inconsistencies between Regions and NCR   To be addressed.

▶ clearly communicate the roles of Corporate Management Branch and Policy Planning and Information Branch

  – Lead Role – DSEC

National
Action Plan

Excellence and Renewal Recommendations

Local Recommendations
Which Region/Branch Employees Can Implement

Local
Recommendations

Local Recommendations Which Region/Branch Employees Can Implement

EMPLOYEE DEVELOPMENT:

Training – Access:

- Regional Director Generals (RDG) to review the role of the Regional Training Coordinator in terms of reporting to the RDG and preparing and submitting a yearly training plan.

- Modular hands-on learning packages should be acquired so that managers and supervisors can lead mini-workshops on client service with their own employees.

- Training courses should be developed or purchased to enhance specific staff client service skills.

Local Recommendations

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- Training required for the operation of new equipment or for software packages should be specified in the tender process and offered to all employees using the new equipment. Refresher training should be offered.

- All employees should be fully trained in the new Performance Discussion Process (PDP) which replaces the Performance Review and Employee Appraisal (PREA) process.

Training – Funding:

- Funding for orientation and mandatory job training should be resourced separately from the protected training dollars for general employee education.

- A percentage of each Regional training budget should be designated for allocation on the basis of plans prepared by a committee of workers selected by their peers.

Notes:

- A ratio of training resources available to staff providing services directly to the public, as compared to the overall budget, should be established to ensure the dedication of an appropriate budget for front-line staff.

Career Development:

- EDCs should have on staff a person responsible for acquiring and developing local education materials.

- Motivational seminars and workshops on client service should be developed and offered within the next 24 months.

- All existing systems for temporary movement of staff should be utilized, including DAP and executive interchange programs, with the objective of encouraging all staff to broaden their experience in both Regional and Headquarters settings. Managers should be encouraged to reassign after a maximum of five years in one position.

- Encourage employee initiatives in on-site day care services.

Local Recommendations

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Employee Orientation:

■ A systematic re-orientation of all employees, including, but not limited to, the Departmental organization, history, values and principles, rules, policies, regulations, diversity and job-specific details must occur in order to bring all employees up to a basic level of knowledge about HWC.

■ Where applicable, a part-time orientation coordinator should be appointed in work units.

Employment Equity:

■ Each Region and the NCR should be required to develop a "Departmental Equity Plan," to replace the current Employment Equity Planning process, and be responsible for its implementation. The Plan should be evaluated annually.

- The Departmental Equity Committees for women, visible minorities, and aboriginal and disabled persons should be retained for the next few years. However, Equity Committees should be formed in the Regions with the long-term goal of a single Departmental Equity Committee.

TECHNOLOGY:

- Review all computer systems in order to plan for the replacement of all outdated, inefficient and ineffective ones.

- Review technology available, or being developed, to help employees with sensory impairment and physical disabilities perform their jobs.

- Examine the technology needs of employees who directly serve the public. Priority should be given to this group in the acquisition of appropriate software.

- Put more regional control in the development of computer information systems and the standardization, as much as possible, of technical equipment and software.

Local Recommendations

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- As many employees as possible should be provided access to computer technology and adequate support in the form of technical expertise, training and coaching.

COMMUNICATION:

External Communication:

- Opportunities should be sought to increase public awareness of the Department, particularly on the "welfare side."

- Encourage the use of the *Plain Language Guide*, published by the Department of Multiculturalism and Citizenship, for external communication.

- Individuals responsible for writing and circulating policies, directives, rules, regulations, guidelines and procedures should also be responsible for ensuring the simplicity and user friendly nature of the materials for general circulation.

Notes:

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- Ensure that mandatory program information is available in languages other than English and French.

- Public information should include a definition of service and service levels. Client feedback should be solicited.

- Information directories within buildings should be centrally located and provide clear directions on location of offices.

- Local telephone directories should cross reference the listing of programs under their common titles (e.g., "Pensions").

- HWC offices in the same city should be co-located where it is economically and operationally feasible.

- Common reception services should be instituted in co-located areas. Training should be provided to all staff who serve in this position, including relief staff.

- Ensure that program delivery staff are fully consulted when dealing with the design of new programs or the review of existing programs.

Local Recommendations

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Notes:

Internal Communication:

■ Employees should be kept informed of Departmental activities and work in other Branches and Regions through lunch information sessions, regular informal sessions and open houses, videos when face-to-face communication is not possible, and wider distribution of the Department's Annual Report.

■ A consultative approach to budget reductions should be taken where possible. The function, service or program to be eliminated or reduced must be clearly established.

■ The use of electronic media for regional and branch newsletters and "all staff" memoranda should be encouraged. Information concerning activities, new programs or policy should be published within one month of their occurrence.

■ Encourage staff to make proposals to their senior managers to enhance communications.

Notes:

- Develop a **detailed reference guide** for staff who deal with the public:
  - ▶ include objectives, criteria, description of program, contact name, addresses and phone numbers, and Federal, Provincial and Municipal services offered in each Region.

ORGANIZATIONAL CULTURE:

- Explore the feasibility of establishing satellite offices and neighbourhood work centres in large urban centres.

- HWC should support work-at-home arrangements.

- Self-managing teams should be developed on a pilot basis in selected areas.

Local Recommendations

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CLIENT SERVICE:

■ Establish an inventory of clients/stakeholders.

■ Branch/Program Heads should be accountable for developing and implementing plans involving clients as an integral part of the existing planning process.

■ National, Regional and Local Heads of internal service units (e.g., pay, filing, mail, finance, systems, material, personnel) should meet regularly (quarterly) with their clients or client representative groups for consultation on service levels.

■ Branch/Program Heads should be accountable for establishing service standards, for monitoring program delivery service against these standards and for ensuring that the results are communicated to clients and staff. Measurable ranges and levels of service must be an integral part of ongoing program delivery and appropriate changes and adjustments must be made based on the actual results and feedback from clients.

Notes:

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- Continue consultation with front-line staff to obtain input on service levels to client: to negotiate between service provider and client within the organization and to review barriers to the provision of quality service.

Notes:

Local Recommendations

Excellence and Renewal Recommendations

"Tips on Working Together"

"Tips on Working Together"

Recognize the Value of Employees:

- Explore the idea of work-at-home arrangements and make more effective use of flexible working hours, job sharing and work-at-home arrangements for disabled employees:

  ▶ consult and request input from team members that may be affected by work-at-home decisions

  ▶ budget for equipment, telecommunications and other capital acquisitions necessary for the implementation.

- Encourage disabled employees to make better use of existing personal assistance technology by using the PSC's Technical Aid Loan Bank more effectively.

- Recognize team effort.

Notes:

Tips on

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- Develop an action plan to address the needs of employees lacking mandatory job skills.

- Encourage employees to read the new orientation package and to attend information sessions on activities and responsibilities of all branches in the Department. Encourage a re-orientation to bring all employees up to a basic level of current knowledge about HWC.

- Ensure training related to personal safety and security is provided to employees (including dealing with troubled and hostile clients).

- Ensure that employees receiving delegation for the first time, or receiving increased delegation, obtain training within 18 months of receiving the delegated authority.

- Ensure that employees acquiring new equipment or software receive training within one month. Training requirements for the operation of new equipment or software should be specified in the tendering process and provided as a matter of course.

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Empowered Employees:

- Develop innovative and creative approaches to improve service to clients.

- Try new ways of achieving goals.

- Assume responsibility for change and be accountable for actions within an environment which accepts a degree of risk taking.

- Demonstrate support, trust and respect.

- Place more meaningful authority in employees' hands and eliminate unnecessary red tape.

Motivated Employees:

- Recognize and reinforce abilities and actions so that all employees become an active force in shaping their and the organization's destiny.

- Energize, encourage and compliment employees. A "thank you" for a job well done goes a long way.

Tips on
Working Together

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- Recognize that employees are affected by the following motivational factors:

  ▶ personal significance

  ▶ professional and career development

  ▶ working conditions

  ▶ recognition for their work

Promote Common Purpose and Team Effort:

- Encourage and facilitate the sharing of material resources such as boardrooms, VCRs, cars... between various co-located HWC offices.

- Use the *Handbook* (when available) on "HWC manager's qualities and competencies" in their recruitment/appraisal and training.

- Use in all staffing actions when available, the selection criteria developed for all HWC employees, listing the most desirable characteristics which emphasize:

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- ► team orientation
- ► client service orientation and the related interpersonal skills specific to the duties and program nature of a position

- Display in work units and post in public reception areas the departmental mission statement and goals.

- Practise HWC's Philosophy – **WORKING TOGETHER WITH SUPPORT, TRUST AND RESPECT.**

Improve Internal Communication:

- Hold regular staff meetings and use conference calls to include employees working in isolated locations.

- Prepare and circulate in advance of meetings, agendas to employees to encourage input. Take minutes and distribute them to all employees for information purposes.

- Structure the meetings to facilitate discussion and feedback from employees and to encourage two-way communication.

Tips on
Working Together

- Make arrangements to ensure that **all employees** have an opportunity to participate.

- Give employees time every day to read documents pertaining to their job.

- Ensure information such as policies and communiqués concerning programs are made available to front-line employees for review before the information is released to the public.

- Ensure internal documents are brief, if possible, and include a contact name and number for further information; longer documents should be accompanied by a summary.

Encourage Informal Communication ("Walk the Talk"):

- Action – Action is the most effective form of communication.

- Management walking around – Unstructured, face-to-face contacts with employees provide invaluable opportunities for direct and unfiltered feedback.

- Regularity – Effective communication is continuous.

Notes:

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- Immediate action – Employees must see that positive actions are the result of expressing opinions and making suggestions for change.

- Development of communication skills – Education in participatory management and communication skills is essential for all employees.

- Clear ground rules – Employees must not fear retribution or retaliation as a consequence of providing feedback.

- Direct contact – Communication must not be filtered by successive layers of management.

- Consistency – All employees must receive the same message.

- Openness – While recognizing that some degree of confidentiality is inescapable, communication must be as open and as direct as possible.

Practise Leadership Qualities:

- Have a vision of the future and act on the basis of that vision.

- Energize rather than control.

Tips on Working Together

- Value diversity over uniformity.

- Trust employees and inspire trust and confidence in return.

- Value creativity, innovation and risk taking.

- Facilitate employee learning and development.

- Communicate effectively.

- Be flexible and adaptable.

- Be sensitive to the needs of employees.

- Act consistently with pronouncements.

- Value results over process and rules.

Improve Service to Clients:

- Ensure that services defined in terms of the "Characteristics of Good Service" (as described below) are accepted and understood by clients.

Notes:

Notes:

_____

- Ensure employees have a clear understanding of who their clients are and what services they must provide to them.

Foster the "Characteristics of Good Service":

- Awareness
  - ▶ Make clients/employees aware of service levels; use plain language.
- Availability/accessibility
  - ▶ client able to get through on phone
  - ▶ hours of work provided
  - ▶ parking available
  - ▶ on bus routes
  - ▶ official language of client
  - ▶ accessible to physically challenged
  - ▶ privacy
- Attitude

Tips on Working Together

- ▶ be polite, courteous, honest, sincere, timely, empathetic, responsive, patient, reliable, accurate, flexible, listen and anticipate needs, demonstrate expertise, professional, competent.

- ■ Skills/Knowledge
  - ▶ job related
  - ▶ people skills

- ■ Accommodations
  - ▶ privacy

- ■ Positive exchange of information, training
  - ▶ personalized service
  - ▶ service standards, culture, resources
  - ▶ enthusiastic/interested/attentive

- ■ Publicize
- ■ Adaptable
- ■ Meets or exceeds expectations

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- Carry out agreed to commitment.
- Provide after-service/feedback.
- Provide quality service at all times.
- Ensure positive exchange of information; if negative, provide explanation/rationale or alternative.
- Be efficient/effective (e.g., not bureaucratic) from time/cost and human resource perspective.
- Provide Service Standards (need resources, tools, knowledge, training, communications).

Tips on Working Together

Notes:

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Notes:

Feedback:

Do you have any comments on this Notebook?

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